



DEPARTMENT OF THE ARMY
HEADQUARTERS, DIVISION SUPPORT COMMAND
4TH INFANTRY DIVISION (MECHANIZED)
FORT HOOD, TEXAS 76544-5000

REPLY TO
ATTENTION OF

AFYB-SC-CDR

16 APR 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum #20 - Safety and Risk Management

1. **Commanders Intent: Ensure all members of the 4ID DISCOM are trained and prepared on the requisite techniques to provide a safe environment for DISCOM soldiers and their families.**
2. **Key Tasks:**
 - a. 100% of our leaders take ownership for their soldiers and their families safety.
 - b. Complete directed actions identified below in order to prevent Suicide, AWOL, Alcohol and Drug abuse, as well as Accident prevention.
3. **Endstate: Leaders who are fully aware of soldiers, and family member safety status and soldiers who are trained to conduct themselves in an appropriate and safe manner. 100% of our soldiers and their families think safety and assess their actions to ensure the DISCOM family maintains a safe environment without any loss of life or injuries.**
4. **The Army is a dangerous business. Tough, realistic training is the cornerstone of sustaining our warfighting skills. Our profession demands high intensity field training conducted in a realistic environment. Additionally, the weapons and equipment we employ kill and maim without discrimination between friends and enemy. These factors result in constant potential for accidents.**
5. **I need your help to ensure that leaders at every level are focused on safety and are using the risk management tools that have been developed. This operation will focus on the four "Pillars of the Operation": Suicide Prevention, AWOL Avoidance, Alcohol and Drug Mitigation, and Accident Prevention. Commanders and leaders will concentrate their efforts utilizing the first line supervisors as their primary trainers. Making first-line supervisors, as well as leaders at all levels, responsible for the safety of their subordinates is essential. These supervisors must maintain constant contact with their soldiers and their families. Leaders need to look at using a fresh approach, along with the available tools to mitigate risk in each area. Commanders should take a mission oriented approach to the operation, and treat it with the same intensity as a tactical operation utilizing the actions provided as a guide in developing their own plan to ensure their soldiers and family members well being. Treating this as a tactical operation will ensure proper planning, preparation, and execution through integrated Troop Leading Procedures, PCC/PCIs, monitoring execution and integrating battle command by seeing ourselves, the enemy and the terrain and weather. The U. S. Army Safety Center provides numerous tools that assist with the 5-step risk management process (see enclosure 1). The tools available at <http://safety.army.mil/home.html> can greatly enhance your safety program. DISCOM Leaders will incorporate the CSA's Risk Management Message (see**

enclosure 2) into unit safety and risk management programs. Remember, **HIGH RISK events must be approved by the next higher level commander. EXTREMELY HIGH risk events must be approved by the first General Officer in the chain of command.**

6. In order to create an environment that is safe for our soldiers the focus must be on first-line leader involvement in assessing soldiers and focusing the chain of command on high-risk individuals and behaviors. Chain of command presence and up-front involvement is the centerpiece of this effort. This applies to all safety issues a unit must address (i.e., POV travel, weather related hazards, heat injury prevention, fatigue safety, heater safety, fire safety, proper clothing and safety items for winter driving, hypothermia, water/recreational safety, summer safety, toy safety, etc.).
7. Unit Safety Officers and NCOs will be appointed on orders. All appointed safety personnel will attend the 2 day III Corps Safety Course. Additionally, unit Safety Officers and NCOs will also serve as Heat/Cold Injury Control Officers and their appointment orders will so specify.
8. Weekly safety briefings will be conducted on the last duty day during a normal garrison workweek to emphasize safety awareness during off-duty hours. These briefings will normally be conducted by the Commander, Executive Officer, or First Sergeant, and will be documented by the Safety Officer. Records of weekly safety briefings will be retained for one year. Safety briefings will be conducted the last duty day before a long weekend and before soldiers depart on leave. Particular emphasis will be placed on conducting risk assessments on soldiers who will be driving extended distances (i.e., more than 200 miles one way). Additionally, soldiers POVs will be inspected before any long weekend or extended trip. Leaders will ensure compliance with the six-point POV Accident Prevention Program (see enclosure 4).
 - a. **Weekend Briefings:** Squad/section leaders will discuss safety and weekend plans to their soldiers prior to every weekend.
 - b. **Holidays and Long Weekends.** Battalion commanders will conduct safety briefings for their soldiers that will enable them to recognize and avoid potential POV and seasonal recreation hazards.
 - c. **Monthly Safety Briefings:** Battalion commanders will conduct a Monthly Safety Briefing for all assigned soldiers. These briefings must include vehicular safety and should be augmented with seasonal safety topics. Use the Division Safety Office to generate additional themes.
 - d. **Newly Assigned Soldiers:** Company commanders will ensure all soldiers are briefed on local and seasonal driving hazards outlined in Appendix D, FH Supplement 1 to AR 385-10 **within 72 hours** of joining their unit. Caution soldiers about the potential traffic hazards associated with driving on Texas Highway 195 between Killeen and Georgetown. Advise soldiers that Highway 195 has claimed numerous lives over the past years due to head-on collisions, is only two lanes in most areas, and has numerous sharp curves where motorists have run off the road over the years. All motorcyclists, regardless of rank, must attend the Motorcycle Safety Foundation Course. See III Corps Command Policy G1-01-05 (reference 1g) for further guidance.

- e. Quarterly Training Briefings: Commanders will address their safety policies, goals, initiatives and results during our quarterly training briefings.
9. The DISCOM will apply the principles of risk management and safety awareness to ensure that we never place an individual in a situation that holds the risk of injury or death. Every leader and soldier is responsible to ensure that we continually assess and monitor actions within the company in and out of the field. Soldiers and leaders at all levels must never hesitate to speak out and correct an unsafe act.
10. All leaders down to the squad or section level will carry a Risk Assessment Card (see enclosure 3) at all times. Risk assessments must be performed prior to all training, and identified risk reduction factors will be properly implemented. To ensure proper understanding of risk assessment and management techniques, the Battalion/Company Commanders, assisted by their Battalion/Company Safety Officers, will conduct risk management training every six months. Platoon leaders will conduct refresher training during the quarters opposite the command briefings.
11. Sleep deprivation is a major element of performance degradation during extended operations. Fatigue is frequently identified as a contributing factor in vehicle accident investigations. Soldiers can physically remain awake for many hours, but are more accident-prone and less efficient when they are not well rested. Conversely, adequate sleep is a mission multiplier. To enhance our military vehicle operations, the following measures are effective immediately and commanders will incorporate them into appropriate SOPs.
- a. Commanders will ensure that a soldier who is assigned to drive a vehicle by himself/herself for more than eight hours, or when the combined driving duties and other duties are for more than 12 hours in a 24-hour period, the soldier will have at least eight consecutive hours of sleep prior to departing on their trip/mission. If more than eight hours are needed to complete the driving mission, an assistant driver will be assigned. Additionally, drivers will be provided with adequate rest breaks every two or three hours. Rest periods will be increased when warranted by extenuating local conditions (i.e., poor weather/road conditions or transporting hazardous materials). Additional guidance for safe vehicle operations is found in referenced regulation.
- b. Risk assessments must be routine business. I expect commanders and leaders to risk assess every mission to ensure their soldiers are provided with maximum rest and sleep IAW this policy. The risk assessment will be maintained with the vehicle logbook and will be inspected by the dispatcher prior to issuing any dispatch.
12. In order to allow our soldiers to maximize time with family and friends while decreasing exposure to risk for accidents the DISCOM will execute the weekend/holiday policy described below any time a soldier is traveling via POV between 200-300 miles on an approved pass/leave. This policy permits the soldiers to enjoy time with their family/friends after ensuring adequate rest prior to departing on their trip. Additionally, every soldier and their first line supervisor will read and commit to enforcing the attached Safety Pledge. The Safety Pledge will be reviewed and

signed by the soldier and their first line supervisor prior to approval of any leave or pass. Additionally, it will be reviewed and reinforced during safety briefings and immediately prior to commencement of leave or pass. The Safety pledge will be filed as part of the soldier's unit record. The objective is to have fully informed and safety conscious soldiers with a chain-of-command that is knowledgeable about the soldier's itinerary.

Normal Weekend

Soldier works until 1700 Friday

Soldier signs out with Battalion SDO/SDNCO not earlier than 0600 Saturday

Soldier departs leave/pass location not earlier than 0600 Monday

Soldier reports to work at 1400 Monday (Not charged as a day of leave)

3-Day Weekend (Friday – Sunday)

Soldier works until 1700 Thursday

Soldier signs out with Battalion SDO/SDNCO not earlier than 0600 Friday

Soldier departs leave/pass location not earlier than 0600 Monday

Soldier reports to work at 1400 Monday (Not charged as a day of leave)

3-Day Weekend (Saturday – Monday)

Soldier works until 1700 Friday

Soldier signs out with Battalion SDO/SDNCO not earlier than 0600 Saturday

Soldier departs leave/pass location not earlier than 0600 Tuesday

Soldier reports to work at 1400 Tuesday (Not charged as a day of leave)

4-Day Weekend (Thursday – Sunday)

Soldier works until 1700 Wednesday

Soldier signs out with Battalion SDO/SDNCO not earlier than 0600 Thursday

Soldier departs leave/pass location not earlier than 0600 Monday

Soldier reports to work at 1400 Monday (Not charged as a day of leave)

4-Day Weekend (Friday – Monday)

Soldier works until 1700 Thursday

Soldier signs out with Battalion SDO/SDNCO not earlier than 0600 Friday

Soldier departs leave/pass location not earlier than 0600 Tuesday

Soldier reports to work at 1400 Tuesday (Not charged as a day of leave)

4-Day Weekend (Saturday – Tuesday)

Soldier works until 1700 Friday

Soldier signs out with Battalion SDO/SDNCO not earlier than 0600 Saturday

Soldier departs leave/pass location not earlier than 0600 Wednesday

Soldier reports to work at 1400 Wednesday (Not charged as a day of leave)

13. Commanders/1SGs will conduct the risk assessment with soldiers traveling in excess of 250 miles and enter into an agreement as to when the soldier will travel from/to Ft. Hood on leave. This

agreement will be entered into the remarks portion of the soldiers leave/pass form and signed by the soldier and their first line supervisor.

14. Company commanders will conduct POV inspections at least twice a year and, as a minimum, one week prior to Memorial Day and Thanksgiving. The checklist found in the Army Safety Center's POV Toolbox is an excellent tool. Verify that each soldier has a valid operator's license, up to date vehicle insurance, current registration and a state safety inspection, if required. Soldiers must correct deficiencies before being released.

15. At-Risk Soldiers. Company commanders will conduct a risk assessment for every soldier in their unit to identify "at risk" soldiers. Use the Next Accident Assessment for Individuals and Leaders found in the Army Safety Center's POV Toolbox. Risk assessments are not just related to training events. They are ongoing, habitual processes that apply not only to our soldiers, but also to their family members. I expect commanders to identify higher risk personnel/families in need of special care and assistance, and to implement proactive, risk-reducing measures and controls. Leaders will review assessments during POV inspections and during routine counseling sessions to help soldiers become aware of potential risks and how they can behave in a safe manner.

16. Quarterly Safety Days. Battalions/Separate Companies will conduct Quarterly Safety Days, focusing on on-duty and off-duty accident/injury trends incurred by each specific command, and highlighting various topics/issues. Incorporate Safety Days into scheduled activities devoted to enhancing safety training, education, and awareness. POV accident prevention will be included in every Quarterly Safety Day.

17. Taxi Cards. Commanders will ensure all soldiers carry on their person the telephone numbers of their chain of command and local taxi companies. Encourage soldiers to call their COC or a local taxi for assistance when under the influence of alcohol.

18. Quarterly Safety Council. The DISCOM will conduct a safety council meeting quarterly attended by battalion commanders/separate company commanders to review safety accomplishments, evaluate trends and develop strategies for safe operations in the future. The DISCOM S-1 is responsible for scheduling and running the DISCOM Quarterly Safety Council Meeting.

19. OPDs and NCOPDs. It is important to establish a command climate favorable to risk management. Commanders must provide leaders with adequate tools to reach their soldiers with the safety message. I encourage commanders to integrate safety and risk management training into ongoing professional development classes. Use the multitude of resources available to ensure our leaders are well trained and understand my intent to do everything possible to keep our soldiers and their families safe.

20. Training Guidance. I want commanders to address safety and risk management in their training guidance. This institutionalizes our commitment to protecting the force.

AFYB-SC-CDR

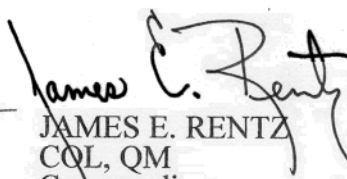
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21. It is vital that we do everything we can as leaders to ensure we protect our most valuable resource—our soldiers and their families. Safety and risk management are tools to ensure we can successfully execute tough training, as well as other operations, and they are not to become methods to avoid doing all we can to remain trained and ready. Risk management and safety awareness are essential to protecting the force. Unnecessary risk will not be tolerated.

22. **WRANGLERS!!**

Encl
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Commanding